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WASHINGTON

October 16, 1975

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MEMORANDUM FOR ALL REGIONAL ASSISTANT SECRETARIES

Subject: U.S. Position in International  
Organizations

An increasing share of American foreign policy is being conducted in international organizations and conferences, and a substantially larger proportion of my own time is being devoted to the preparation and presentation of our position in these forums. Yet the mood and conduct of many in the United Nations and other international gatherings have become increasingly hostile to us.

In the Department and at our posts overseas there must be a greater appreciation of the importance of our stake in multilateral diplomacy and correspondingly greater attention to the actions and attitudes of other countries in international forums. On matters of significant concern to the United States all regional bureaus must clearly understand our interests in issues that arise in the various international forums and must endeavor to gain the maximum possible support from countries in their area on these issues.

There are many countries where our bilateral relations are of less significance than our relations with those countries within the multilateral context. We must therefore make a more systematic effort to ensure that our bilateral and multilateral interests are mutually supportive.

In some cases a simple lobbying effort or a more skillful use of available bilateral tools, however small, may suffice to move another government in our direction. In other cases it may become necessary for us to react against those who persistently and vigorously oppose us.

As part of this effort I am directing IO to provide regional bureaus and embassies with complete and timely

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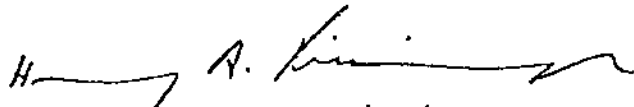
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information on significant issues coming up in international organizations and conferences as well as on our policy views regarding these matters. I am also directing IO to exploit more fully our computer capability in order to develop a better statistical base and to make it possible for us to analyze the positions taken by other countries in international meetings.

Telegrams reporting developments in United Nations and related international meetings will be assigned for action to IO, and it will be the responsibility of that Bureau to prepare instructions for a proper follow-up. These instructions will, of course, be cleared with the regional bureaus.

I am asking Mr. Eagleburger, Mr. Lord, and Mr. Buffum to meet with all Assistant Secretaries to explore this problem and the institutional arrangements, here and overseas, which will assure that the increasing importance of multilateral diplomacy is more effectively reflected in our day-to-day operations.

  
Henry A. Kissinger

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